

EXHIBIT 211

to the Declaration of
Lisa J. Cisneros in Support of
Plaintiffs' Opposition Briefs

REDACTED VERSION

From: Natalie Kessler
Sent: Monday, December 17, 2007 2:12 PM
To: Jeff Vijungco
Subject: RE: 2007 - Executive Search Summary

This is great, Jeff.

~~~~~  
Natalie Kessler  
Talent Operations  
Adobe Systems Incorporated  
345 Park Avenue, MS A11-429  
San Jose, CA 95110-2704 USA

408.536-4530 p, 408.537.4010 f  
[nkessler@adobe.com](mailto:nkessler@adobe.com)

If you are a North America-based employee and have an HR-related question, you now have a centralized resource to help you find the answers. Contact the HR Information Center (HRIC) at x6-HELP (4357) and follow the prompts, or email them at [hric@adobe.com](mailto:hric@adobe.com)

-----Original Message-----

From: Jeff Vijungco  
Sent: Monday, December 17, 2007 1:38 PM  
To: Natalie Kessler  
Subject: Fw: 2007 - Executive Search Summary

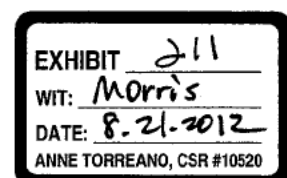
----- Original Message -----

From: Jeff Vijungco <[vijungco@adobe.com](mailto:vijungco@adobe.com)>  
To: ops-staff@adobe.com <[ops-staff@adobe.com](mailto:ops-staff@adobe.com)>  
Cc: Donna Morris; Karen Klingler; Antoinette Pedroza; [jeffv@adobe.com](mailto:jeffv@adobe.com) <[jeffv@adobe.com](mailto:jeffv@adobe.com)>  
Sent: Mon Dec 17 13:33:36 2007  
Subject: 2007 - Executive Search Summary

Hello Ops Team

Attached you will find a summary of the key Director-to-SVP executive searches completed in 2007.

Net-net: it was a competitive year and came across the same repeat competitors for talent: Google, Microsoft, Apple, Yahoo, Cisco, Intuit, Autodesk, etc. Overall, we competed very well as Adobe continues to be positioned as a great place to work.



However, 5 things remained constant despite the level or type of job when competing for top talent:

[REDACTED]

#### QUICK STATS BELOW

#### Positions by Level [REDACTED]

[REDACTED]

#### Positions by BU/Function & Level\_ (Note, please see positions filled by SVP on slides 7-9)

- Page 7 - Senior Director-to-SVP
- Page 8-9 - Director Level

[REDACTED]

#### New vs. Replacement Vacancies:

- [REDACTED] New
- [REDACTED] Replacement

Technical (Engineering) vs. Non-Technical

- [REDACTED] Non-Technical
- [REDACTED] Technical (Engineering)

Gender Mix:

- [REDACTED] Male
- [REDACTED] Female

Source of Hire:

- [REDACTED] [REDACTED]
- [REDACTED] [REDACTED]
- [REDACTED] [REDACTED]
- [REDACTED] [REDACTED]
- [REDACTED] [REDACTED]
- [REDACTED] [REDACTED]
- [REDACTED] [REDACTED]

.....

Jeff Vijungco | NASDAQ: ADBE

Adobe Systems Incorporated

WW Talent Acquisition

(408) 536-2079 office

(415) 640-0343 mobile

jeff@adobe.com

Learn more. <http://www.adobe.com/aboutadobe/careeropp/college/index.html>  
<<http://www.adobe.com/aboutadobe/careeropp/college/index.html>>